

Financial and Management Strategies

The Golden Gate National Parks already employ a number of unique financial strategies that lessen their reliance on appropriations. Of particular significance are the operations contributions arising from cooperative agreements and other business authorizations.

Partners including Antenna Theater, Foundation for Deep Ecology, Headlands Center for the Arts, Marine Mammal Center and San Francisco Conservation Corps provided operations support in 2000. Additionally, the parks have actively sought out opportunities for cost recovery. For example, the parks have instituted a district service charge to recoup law enforcement, fire protection, maintenance and administrative costs associated with partner occupancies. There is also a building permit cost recovery program. Finally, the parks have been successful in developing fee-based interpretation programs, including the popular Cellhouse audio tour and evening programs at Alcatraz.



Golden Gate Headlands

Existing Financial Strategies

Use of business authorizations to provide operations support and capital investment.

Partners under cooperative agreements contributed \$3.7 million in operations support in fiscal year 2000. Historic Leases brought in over \$570,000 in the same period. The concession contract contribution has not been quantified for fiscal year 2000.

District service cost recovery program.

In fiscal year 2000, this program generated almost \$58,000. The parks plan to include the district service charge in all new business authorizations.

Permit cost recovery program.

This program has recently been introduced. The parks will collect over \$200,000 for permit cost recovery in fiscal year 2002.

Fee-based interpretation. In fiscal year 2000, the Golden Gate National Parks Association earned in excess of \$6 million on fee-based interpretation. The bulk of this came from sales of the Alcatraz Cellhouse audio tour. This program contributed approximately \$3 million to the parks.



Alcatraz Cellhouse Audio Tour

Expansion Of Existing Financial Strategies

The Golden Gate National Parks believe that there are opportunities to expand existing strategies. It is estimated that the implementation of the strategies listed below will generate an additional \$3.1 million per year.

To bring in more funding, the parks plan to increase the user fee at Muir Woods and explore a new fee demo site. The parks also plan to transfer responsibility of more buildings to partners. Finally, the Parks Association continues to develop interpretive materials and evaluate new points of presence for distribution.

User fee increase at Muir Woods.

The user fee at Muir Woods is currently \$2. In order to generate more revenue to reinvest in the parks, a fee increase of \$1 has been proposed. This would bring in an additional \$700,000 annually (80% of receipts).

Fee demo parking program at Stinson Beach.

Local beaches such as Tomales Bay State Park and Half Moon Bay State Park charge at least \$2 for parking. It is estimated that the parks could earn up to \$100,000 per year from instituting a similar charge.

More partner-occupied buildings.

During the next five years, the parks plan to turn over an additional 180,000 square feet of built space (does not include Fort Baker)

to partners. This includes buildings such as Pier 1 at Lower Fort Mason and the Laundry building on Alcatraz. It is estimated that this will generate close to another \$300,000 in operational support per year. In addition, the parks are looking to renegotiate the business authorization for the Fort Mason Officers' Club. This will result in a large capital investment and continued operational support.

District service charge. When fully implemented, this cost recovery program will generate close to \$2 million.

Parks Association interpretive materials and expansion of locations and tours.

In fiscal year 2000, the Golden Gate National Parks Association earned approximately \$4.5 million through the sale of park-related interpretive materials. In an effort to expand this service to visitors, the Association will continue to develop new interpretive products, consider the possibility of new locations and explore fee-based interpretive opportunities with the NPS.



Stinson Beach

Operational Improvement Strategies

The Golden Gate National Parks continue to explore ways to decrease their operational costs. The parks have been tremendously successful in their efforts to augment staff with volunteers from the community. In fiscal year 2000, volunteers contributed approximately 350,000 hours or 168 FTE worth of work.

The parks plan to grow the volunteer program and develop an intern program to tap into the talent and enthusiasm of graduate students in various disciplines including architecture, law, the natural sciences and business. Efforts will also be made to operate more efficiently. Lastly, the parks need to consolidate financial management into a single integrated system.

Volunteer program. The Golden Gate National Parks volunteer program can only grow with an increase in NPS staff. To get the most benefit out of each new staff member, the parks plan to create “work lead” positions in various divisions including maintenance, interpretation and natural resources. These new staff members will complete work programs through leading volunteer groups. This will help accomplish the dual mission of leveraging community resources to accomplish more work and building capacity for broad-based public stewardship of resources.

Internship program. The parks have had a great deal of success in attracting graduate student interns from various disciplines. In order to build this program, the parks plan to set aside intern housing and make managers in all divisions aware that this resource exists.

Energy efficiency plan. Pacific Gas & Electric Company is providing energy consulting services to the parks in an effort reduce consumption. In addition, the parks are looking at ways to consolidate office and storage space to achieve more savings.

Consolidated financial management. With numerous revenue programs and financial resources managed by various divisions and partners, managers cannot easily get a handle on the parks’ financial picture. A new financial management system will consolidate, track and project all fund sources so that current and complete financial information is available to all managers.



Park Volunteers

Philanthropic Funding Strategies

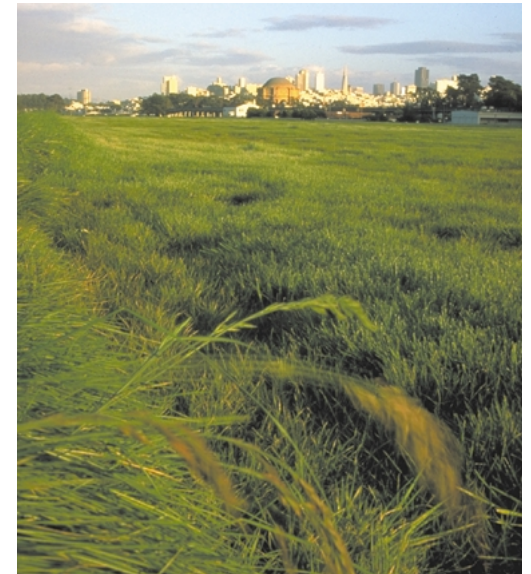
The Golden Gate National Parks receive a great deal of financial support from the surrounding community. The Golden Gate National Parks Association alone contributed close to \$12 million of the \$18.8 million of investment in fiscal year 2000. With no shortage of signature projects, the parks are hopeful that they will be able to count on more and more foundations for investment support.

Development of operating endowments.

The Golden Gate National Parks San Mateo County footprint will soon grow to approximately 32,000 acres. The parks hope to begin a planning effort for these lands within the next year. Once completed, the parks are considering working with partners, such as the Golden Gate National Parks Association, to develop specific endowments to support the care of highly-regarded park resources, such as trails.

Golden Gate National Parks Association unrestricted endowment campaign.

Support from local foundations such as the Evelyn and Walter Haas, Jr. Fund, the Colleen and Robert Haas Fund and the Bernard Osher Foundation helped make Crissy Field possible. With this project's completion, the Golden Gate National Parks Association has proven its ability to take on and complete large-scale capital improvements. The Association is completing a long-range plan to determine how Crissy Field and its broader track record can be best leveraged to meet future park needs.



Crissy Field

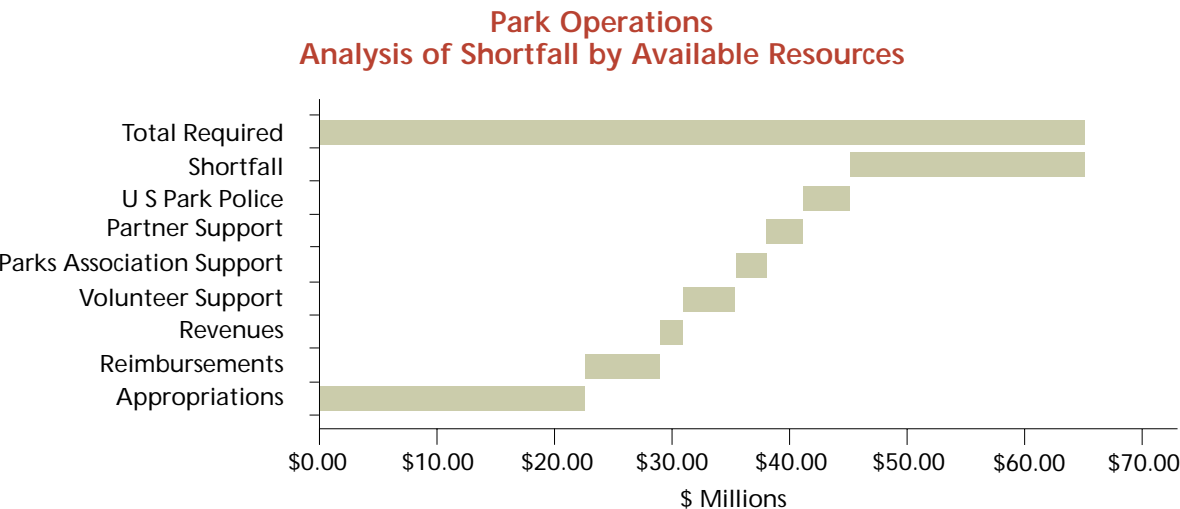


Tennessee Valley Beach

Superintendent's Afterword

The Golden Gate National Parks already draw on a diversified pool of resources to fund park operations. In order to achieve the operational goals developed in the business plan, the parks will require an additional \$19.4 million worth of resources per year. This represents a 43% increase in the resources available in fiscal year 2000.

To make up this shortfall, the parks look to increase support from the community through the expansion of existing volunteer programs, partnership programs and Parks Association support. Community participation will be essential not only for future financial support, but also for building capacity for broad-based public advocacy and stewardship. It is difficult to predict how much the community-based programs will be able to contribute to the operation of the parks in the future, but we are confident that we can grow it well beyond its current level of \$10.7 million per year. The parks also look forward to expanding their revenue and cost recovery programs, and implementing some efficiencies that will lower operating costs. The expansion of existing financial strategies alone is projected to bring in an additional \$3.1 million per year. Some additional appropriations will be necessary in order for us to bring in more outside resources. We at the Golden Gate National Parks look forward to the opportunity to use additional appropriated dollars to leverage more community resources and expand our innovative financial and management strategies.



Operations and Investment Priorities

Listed below are the parks' top three base appropriations requests. These appropriations increases would enable the parks to leverage more community resources and implement additional financial and management strategies.

1. Fort Baker operations and investments.

With the imminent acquisition of Fort Baker, the parks need an additional appropriation to fund NPS staff at the site. The annual operations requirement for visitor safety services, maintenance, interpretation and resource management staff will be approximately \$900,000. Upgrades for NPS-occupied buildings that will house the additional staff will cost \$3.3 million.

2. Restoration to 1980 service levels.

Bay Area Economics recently conducted an analysis comparing the parks' current funding to 1980 funding. Adjusting for inflation, this analysis determined that an appropriations increase of \$2.6 million would be necessary to restore operations to 1980 levels. In addition to this annual operations increase, a new south district maintenance facility worth \$5 million is needed to replace the one that was assumed by the Presidio Trust.

3. San Mateo operations and investments.

With the acquisition of an additional 4,700 acres in San Mateo County, the parks' need for operations staff in the south district will become even more acute. The annual operations requirement for visitor safety services, maintenance, interpretation and resource management staff will be approximately \$975,000. Upgrades for NPS-occupied buildings that will house the additional staff will cost \$2.2 million.

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